

Insight Development for Healthcare

Tools for Marketers



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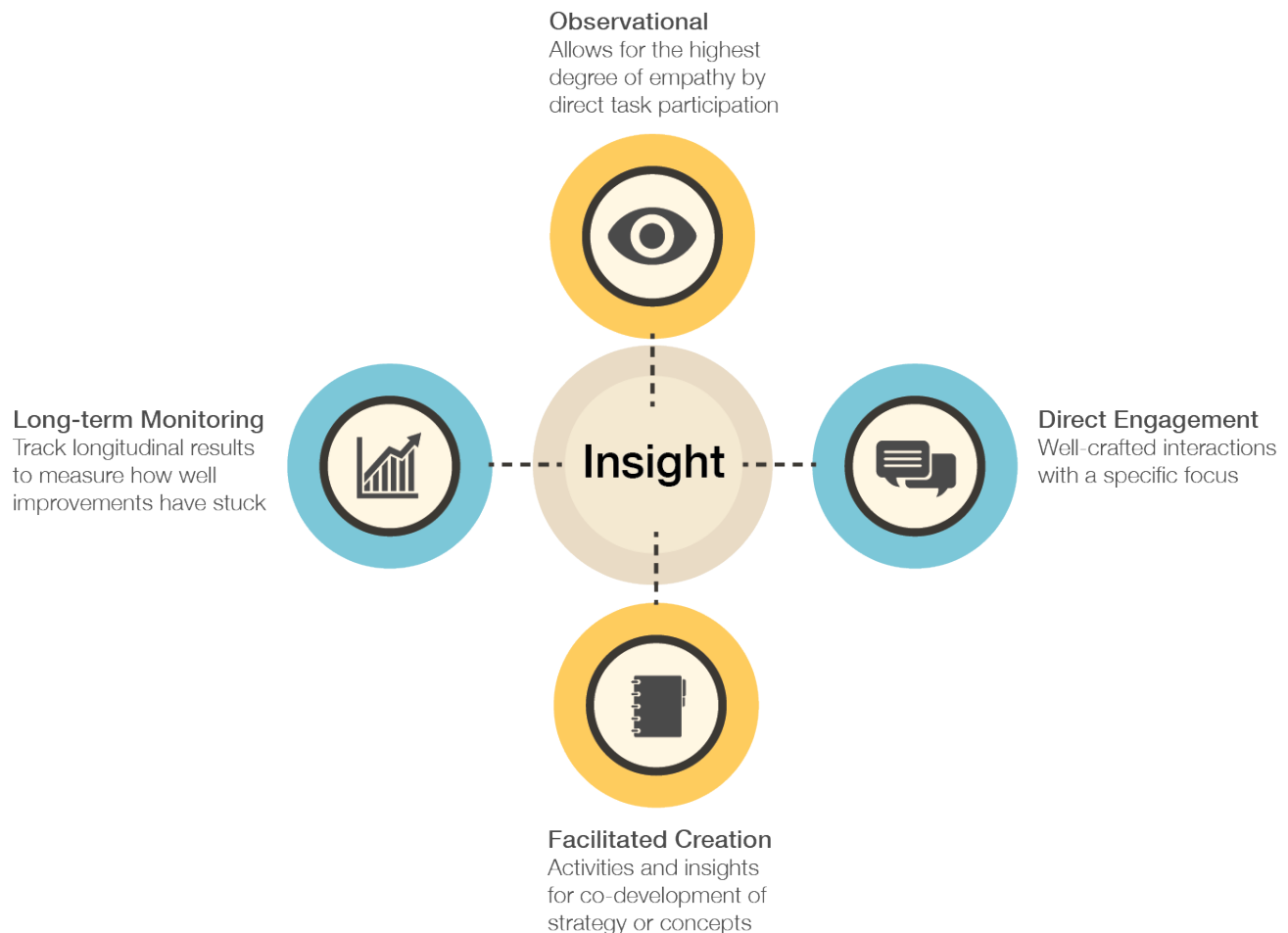
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Overview

In today's competitive and changing healthcare landscape, effective marketing and strategic planning requires customer insight as a foundation. In our work with healthcare marketers across the country, we hear common challenges around lack of budget, resources or ideas as to how to best obtain this insight. More traditional methods of understanding needs, such as one-time surveys or focus groups, continue to be valuable today – but are not the only way to understand customer needs.

In this white paper, we share a variety of techniques for insight development in healthcare. These techniques vary in the amount of investment and resources required so that marketers with all levels of needs and budget can add a variety of techniques to their toolbox.

As a starting place to finding the most appropriate tool, it is important to first consider the type of insight that is needed:



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Based on which objective is most appropriate, the tools on the following pages can deliver needed insight with a wide range of applications.



Observe – Allows for highest degree of empathy by direct task participation

Tools	How it Works	Requirements	Applications	Action	Cost Structure
Contextual Inquiry	As patients complete task, ask probative questions	<ul style="list-style-type: none"> Recruit patients in advance Set up the tasks carefully Training from external expert might be required for the first couple of sessions 	<ul style="list-style-type: none"> User testing of websites Patient education materials assessments 	Following each session, gather the interviewers to capture key insights	Recruitment, incentives and facility costs
Chair Exercise	Sit in all chairs that a patient sits in, take a picture and assemble such	<ul style="list-style-type: none"> Digital camera Don't take pictures of patients 	<ul style="list-style-type: none"> Refining processes Changing physical environment touchpoints 	Typically takes follow-up work to refine the processes or environments	Very low cost – can do internally, even with support staff
Journaling	As patients complete episodes in their journey, they document their experience	<ul style="list-style-type: none"> Recruit patients in advance Provide patients with clear instructions Use digital or paper journal 	<ul style="list-style-type: none"> Clinical Experience Volunteer Experience Documenting Testimonials Uncovering functional and emotional needs 	Cycle time can be several weeks, depending on the episode of care/service	Recruitment, incentives and time required to code and analyze journals for reporting of themes and recommendations
Process Auditing	A trained auditor gathers the documentation, stated processes, and executed processes	<ul style="list-style-type: none"> Train in audit principles Staff time to allow observation Provide documentation for key processes 	<ul style="list-style-type: none"> Contact Centers Clinical Safety Registration Other areas needing process efficiency or compliance 	Usually requires at least one week of observation followed by report out and review with team	Usually day-rates from consultants apply under a fixed fee structure
Team Dynamics	A trained observer examines the interactions amongst team members	<ul style="list-style-type: none"> A trained observer who can document interactions and facilitate team conversations afterward 	<ul style="list-style-type: none"> Connections between faculty and other staff members Interdisciplinary care teams Call Centers 	Perceptions are typically changed immediately based on the clarity of the observations	Usually event-based rates from consultants apply under a fixed fee structure

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Flip Cam	Ask selected patients to recall the steps of their journey with the use of a clip cam	<ul style="list-style-type: none"> Recruit patients in advance – must be articulate, but unscripted Prep staff in advance Don't record other patients Video editing once complete 	<ul style="list-style-type: none"> Improving the patient experience Increasing staff morale Stories for YouTube or other advertising Training for new staff members Physician focused events (e.g., CME) 	Very quickly, but patients will typically focus on the positive in their videos (which is still helpful)	Cost of cameras for patients; typically can be recruited onsite and won't require an incentive
Volunteering	Taking a portion out of your day to serve patients in your facility; can ask patients about their experience	<ul style="list-style-type: none"> Permission and training from your auxiliary group Finding the appropriate area for volunteerism 	<ul style="list-style-type: none"> Empathy building Identifying needs Mainly related to service Gathering patient feedback 	Service recovery can be immediate; longer term empathy building	Really about your personal time – opportunity cost to devote work hours for this purpose

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Engage – Direct, Well-Crafted Interactions with a Specific Focus

Tools	How it Works	Requirements	Applications	Action	Cost Structure
Experience Mapping	Patients use a visual aid to walk through each of the elements of their experience	<ul style="list-style-type: none"> Recruit patients / physicians / volunteers in advance Experience map must be complete Might require interviewers with skills to elicit functional and emotional needs Digital audio recorder Can be done in person or via phone 	<ul style="list-style-type: none"> Holistic experience design across all touchpoints and activities Identify areas of excellence to translate to other areas Position a new clinical center Capture patient stories for training and promotion 	After report is compiled, prioritize improvements based on Basic, Performance and Enchantment Requirements. Break work streams into Care, Coordination and Communication.	Recruitment, incentives required Typically requires cost of consultant with experience in completing this type of work Staff time to review results and develop action plans
Concept Testing	Can be done through focus groups or quantitative survey (best practice)	<ul style="list-style-type: none"> Proper questionnaire design Concepts with proper detail for evaluation 	<ul style="list-style-type: none"> Advertising concepts New services / offerings Messaging 	The reports typically identify “bad” ideas, not necessarily the “best” idea. This is a risk mitigation approach.	Cost of sample, survey programming and reporting
Decision Factors	A quantitative survey which captures the level of involvement and influences the patient-family used to choose your facility	<ul style="list-style-type: none"> Determine whether you want to survey all healthcare consumers or only your patients Questionnaire design is important, but can be brief – two questions 	<ul style="list-style-type: none"> Ad hoc surveys for market segmentation Document the level of influence physicians have with specific service lines Call centers 	Can be real-time with call centers, but typically information is used more strategically to allocate marketing resources across channels of influence	Usually a fixed fee type of survey, with additional costs for external sample (for broader market)
Trade-off Analysis	Quantitative surveys which examine the relative importance of attributes in designing or positioning a	<ul style="list-style-type: none"> Expertise in designing these efficient, but complex questionnaires Software required to execute these types of surveys (e.g., choice-based conjoint) 	<ul style="list-style-type: none"> Optimize service configuration by segment Geographic distribution of services Forecast demand 	The analytical work product is self-explanatory in its presentation – what matters most, to whom and how likely they are to	Usually a fixed fee type of survey, with additional costs for external sample (for broader market)

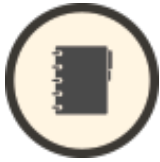
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	new service; estimates share of preference	analysis)		engage	
Change Readiness	Internal survey to explore willingness to change given new strategic imperatives	<ul style="list-style-type: none"> • Proper tool • Ability to deploy internal surveys • Email address for all employee communities 	<ul style="list-style-type: none"> • Find pockets of acceptance and resistance • Prioritize enterprise rollout activities based on level of resistance / acceptance • Brand rollouts, experience management and other strategic transformations 	While report provides the insight, the follow-up discussions are much more critical. Think of these insights like internal market segmentation.	Cost of tool/vendor to execute such (would be helpful to have third party deploy for anonymity)
Personality Profiling	Sophisticated tools used to highlight the stylistic differences among team members	<ul style="list-style-type: none"> • Executive coach with certification in tools (e.g., Birkman) • Willing participants – surveys tend to be long 	<ul style="list-style-type: none"> • Team building • Recruiting for values 	The rigor of the process results in an increased appreciation of the stylistic differences; self-discovery	Costs per program and number of individual assessments, but actually relatively inexpensive
Organizational Culture Assessment	Typically proprietary tools which examine the stated values of the organizations and organizational characteristics	<ul style="list-style-type: none"> • Culture transformation expert with access to advance tools and benchmarks • Willing participants • Confidentiality requires a third party to administer 	<ul style="list-style-type: none"> • Moving from one cultural orientation to future desired state (e.g., more customer-focused) • Experience management • Building stronger organizational teams • Rollout planning for strategic initiatives 	The results are clear in terms of current state; typically behaviors are examined to contrast stated values versus actual demonstrated behaviors	
Customer Panels	Typically done for consumers, this is an actively managed database to pulse	<ul style="list-style-type: none"> • Research program to keep panelists engaged over time • Means to recruit panelists • Database to store panelist information 	<ul style="list-style-type: none"> • Concept testing • Hot topics – items of interest for the survey period 	Results should be available within 48 hours, typically displayed digitally on a panel dashboard	Costs for panel incentives, time for panel management, cost for development of the panel database and survey tools

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	consumers on a variety of topics or for recruitment	(e.g., demographics) for sampling and data appending			
Boards (Traditional)	Engaging hospital or system boards provides strategic guidance	<ul style="list-style-type: none"> • Agenda time for the board meetings • Very focused presentations on the topic of interest • Priority of your effort greater than other strategic issues they discuss 	<ul style="list-style-type: none"> • Brand strategy • Marketing strategy • New offer development • Cultural transformation 	Guidance is received immediately, but likely needs to be filtered; by engaging this group, it's likely they will expect results based on their feedback	Very low cost
Online Focus Group	Respondents can participate as their schedules allow by logging onto a secure site for a period of consecutive days to answer questions and interact with the moderator and each other.	<ul style="list-style-type: none"> • A company specialized in hosting online focus groups • Recruiting of qualified participants • A trained moderator • Focused questions on the topic of interest 	<ul style="list-style-type: none"> • A variety of applications similar to traditional focus groups, but ideal for busy professionals or remote participation 	The initial questions provide insight, but follow up probes and discussions from the moderator are critical. Feedback is available immediately, but will likely need to be filtered and summarized.	Costs for hosting the online focus groups and participant incentives and recruiting. An experienced moderator is recommended.

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Create – Facilitated Activities and Insights for Co-Development of Strategy or Concepts

Tools	How it Works	Requirements	Applications	Action	Cost Structure
Expert Panel	Subject Matter Experts are recruited for a facilitated retreat to provide you with direct guidance	<ul style="list-style-type: none"> Recruitment of the SMEs Skilled facilitator Literature review to identify the right SMEs Facility (usually a destination) to host the session 	<ul style="list-style-type: none"> Marketing strategy Brand strategy Market development New service development Dealing with industry trends 	Guidance is shared through the process (usually one day) and some action can be taken immediately	Honoraria and offsite facilities are required, which may include covering travel expenses. Recruiting the SMEs requires a lot of coordination and can be outsourced.
Customer Advisory Board	Sometimes done ad hoc, but the board should come to know each other and have an interest in the outcome (e.g., physicians)	<ul style="list-style-type: none"> Recruitment of the right mix of advisory board members Skilled facilitator Meeting facility, but can be at your hospital Broadcasting the members and outcomes to the greater community of customers Taking immediate action on the feedback 	<ul style="list-style-type: none"> Physician experience management Patient experience design Policy and process refinement Brand strategy Marketing strategy New service development Deal with market trends 	Guidance is provided during the session and documented for further input afterwards	The most engaged customers might not require an incentive to participate. Costs of recruitment and facility vary as well. This can be very inexpensive with the right group.
Persona Development	Personas are more sophisticated descriptions of market segments. These activities both create alignment around the segments of interest, but also support	<ul style="list-style-type: none"> Insights regarding the segments of interest and their goals, behaviors and needs. Posting the personas during other workshops Graphic talent to ensure personas are enriched 	<ul style="list-style-type: none"> Marketing teams for brand development and messaging Operational teams for experience improvements Leadership for making strategic decisions 	Personas are more strategic by nature. Action will take place with new initiatives and results seen over time.	Very low cost - typically internal teams participate in the workshops and create the posters.

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	empathy development.	with names, realistic images			
Story Boarding	Using a framework like an experience map, participants are led through a series of activities to recast the current experience into a narrative of what patients should say about their experience	<ul style="list-style-type: none"> • A common framework to guide the “chapters” of the story • A designated facilitator (doesn’t necessarily require external expertise) • Ability to break group into smaller teams to focus on individual areas • Could also be focused on creating a “headline” and the supporting story to demonstrate how the organization reached the desired future state. 	<ul style="list-style-type: none"> • Experience management – physicians, patients, donors, volunteers • Brand management • Improvements in process efficiency • Call center, site visit or other models of conversation • Vision, mission development • 	The storyboard creates a mechanism for the desired future state. By creating the “story” actions become more concrete because they are focused on action rather than a series of bullet points. By being authors, participants are more likely to contribute to making changes stick.	Very low cost.
Huddles	Daily or at least weekly meetings amongst team members to discuss KPIs and other areas of concern.	<ul style="list-style-type: none"> • Should include cross functional teams working in the same department • Agenda should be set in advance and conversations structured, but don’t need to be lengthy (e.g., 30 minutes) • Every 	<ul style="list-style-type: none"> • Patient experience management • Dealing with operational challenges in real-time • Improving team collaboration • Reviewing expected needs over short term • Documenting recurring themes for resource requests 	Participants also take action. Through these interactions, teams are strengthened and management demonstrates its commitment to open dialogue.	Inexpensive, other than the scheduled time required from the cross functional teams. Recommend conducting at the start of the day.

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		perspective must be equally valued			
Benchmarking	Third-party data gathering or informal conversations to learn how peers are dealing with similar issues	<ul style="list-style-type: none"> • Access to benchmarking data (either people or firm that conducts such) • Willingness to participate in the benchmarking yourself • Ability to adapt best practices, not adopt them as each circumstance is different 	<ul style="list-style-type: none"> • Budgeting • Resource planning • Tactical optimization • Finding new ideas 	These data are helpful in building a business case, but usually not directly applicable. Studies may include only “nuggets” of guidance rather than dealing with your challenge directly.	These are often free to access through professional organizations. Conducting benchmarking on your own is recommended only for informal conversations as many might perceive such as a competitive threat and not anonymous.
Experience Design Workshops	Cross-functional internal workshops to define key behaviors and changes necessary to meet customer needs	<ul style="list-style-type: none"> • An understanding of the current experience – strengths to rely on and areas for improvement • A common understanding of existing service standards (may want to begin workshops with a review of this) • Participants who are empowered to make changes necessary to meet customer needs 	<ul style="list-style-type: none"> • Experience management – physicians, patients, donors, volunteers • Identify areas of excellence to translate to other areas • Team building • Personal action planning 	Categorize needs into Care, Coordination and Communication. Guidance is shared through the workshops and some action can be taken immediately (quick hits) while others require long-term investment or changes. Recommended that participants create personal action plans.	Typically requires cost of consultant with experience in facilitating this type of workshop. Time required from the cross functional teams.

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Monitor – Track Longitudinal Results to Measure How Well Improvements Have Stuck

Tools	How it Works	Requirements	Applications	Action	Cost Structure
Satisfaction Surveys	Patients and physicians are sent a questionnaire after their episode of care or at a timed period	<ul style="list-style-type: none"> List development Vendor to administer the program Determination of the frequency of surveys 	<ul style="list-style-type: none"> Patient/physician experience improvement Benchmarking against other similar organizations or across departments 	Limited to identifying trends in satisfaction for strategic guidance	Usually cost is set per respondent, along with a project management fee for the program
Experience Dashboard	As patients / physicians go through each step of their experience, an automated, brief, questionnaire is distributed for real-time feedback.	<ul style="list-style-type: none"> System for data collection Interface / input to determine when activities are undertaken Algorithm to ensure respondents are over surveyed Designating individuals who will respond to issues during escalation 	<ul style="list-style-type: none"> Physician referrals Physician events Call centers Patient education events Public education events Post-referral communication Discharge feedback Outpatient clinics 	The true value is responding to service recovery issues in real-time – which actually increases satisfaction and loyalty scores	Fixed costs for the system
Social Media	Online systems designed to capture mentions and sentiment of social media posts	<ul style="list-style-type: none"> Social media monitoring system Simple: Google Alerts Sophisticated: Radian6 	<ul style="list-style-type: none"> Demonstrate, in part, Share of Conversation through marketing and PR efforts With more advanced systems, you can escalate issues for service recovery Draw comparisons across organizations Determine the associated terms/words used to describe your brand 	Demonstrates the importance of managing the conversations. As such, without service recovery, these are more strategic.	Some of these tools are free; others require subscription for which the cost is based on the number of terms reviewed, which should include brands of interest and treatment related keywords.

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Brand Equity	Quantitative survey used to illustrate levels of awareness, preference, reputation and loyalty.	<ul style="list-style-type: none"> Carefully crafted questionnaire which normally requires an external vendor List development if you want to compare perceptions of your employees, affiliated physicians or patients Statistical analysis to contrast performance of the brands and which attitudes drive desired outcomes 	<ul style="list-style-type: none"> Brand strategy development Related marketing activities and investments to outcomes Level of internal alignment around what your brand stands for Demonstrate the value of your brand to potential affiliates 	More strategic as it takes much effort to change attitudes; can be used to make the business case for additional marketing investments	Cost of survey design, deploying and reporting. Typically requires an external vendor who likely charges fixed fee for report plus variable amount per respondent.
Patient Queuing	Systems designed to “track” patients as they enter and exit various queues within the organization. Usually has some escalation feature for process overload, and to allow patients to skip the queue to the next step to increase utilization.	<ul style="list-style-type: none"> System to provide the metrics and monitoring Connections to your existing scheduling system Advanced: Check in system for patients (either RFID or card swipe) 	<ul style="list-style-type: none"> Outpatient clinics First day visits for academic medical centers Physician referral queues Call center queues 	Typically action is immediate as the system will highlight issues in real-time.	Cost for the system and usually an installation fee. There are also some workflow changes required.
Comment Wall	Staff post comments on dry erase board regarding positive feedback from patients	<ul style="list-style-type: none"> Dry Erase board Space in a staff-only environment Willingness to contribute 	<ul style="list-style-type: none"> Improving staff morale Sharing ideas on what makes an exceptional experience Trending over time (take daily pictures of the board) 	This is used more for an attitudinal shift than immediate action, so it takes time to see results, but they can be powerful.	Very low
ROI Modeling	Using a variety of inputs (both expenditures and outcomes), these tools analyze the return of investment for each tactic.	<ul style="list-style-type: none"> Access to information – expenditures for each marketing tactic Access to information – outcomes such as patient volume by 	<ul style="list-style-type: none"> Marketing budget optimization Tactical refinement including messaging Business case for increased marketing 	On a tactical level, depending in the frequency of reporting, actions can take place with the next cycle. Strategically,	Usually very high given the need for data collection and expertise required for modeling.

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		date, case types, payer mix, awareness levels, reputation scores <ul style="list-style-type: none"> • Expertise to compute the correlation between actions and outcomes 	expenditures	actions likely to take place each year.	
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Taking Action

These tools represent a variety of proven techniques that healthcare marketers can use to understand the preferences and needs of customers. As with any type of planning or research process, how the insight is used will ultimately determine if the voice of the customer is being heard.

To find out more about how Gelb can help develop insights and translate insights into action, visit our webpage [here](#).

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About Endeavor

Endeavor Management, is an international management consulting firm that collaboratively works with their clients to achieve greater value from their transformational business initiatives. Endeavor serves as a catalyst by providing pragmatic methodologies and industry expertise in Transformational Strategies, Operational Excellence, Organizational Effectiveness, and Transformational Leadership.

Our clients include those responsible for:

- Business Strategy
- Marketing and Brand Strategy
- Operations
- Technology Deployment
- Strategic Human Capital
- Corporate Finance

The firm's 50 year heritage has produced a substantial portfolio of proven methodologies, deep operational insight and broad industry experience. This experience enables our team to quickly understand the dynamics of client companies and markets. Endeavor's clients span the globe and are typically leaders in their industry.

Gelb Consulting Group, a wholly owned subsidiary, monitors organizational performance and designs winning marketing strategies. Gelb helps organizations focus their marketing initiatives by fully understanding customer needs through proven strategic frameworks to guide marketing strategies, build trusted brands, deliver exceptional experiences and launch new products. Gelb can help you to develop and implement the right strategies. Using advanced research techniques, Gelb can help you to understand the complexities of your market, to develop your strategic decision frameworks and to determine the best deployment of your resources and technology to monitor your successes.

For over 50 years, Gelb has worked with marketing leaders on:

- Strategic Marketing
- Brand Building
- Customer Experience Management
- Go to Market
- Product Innovation
- Trademark/Trade Dress Protection

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